

## **OFFICE OF HOUSING**

### **2013 STRATEGIC WORK PROGRAM**

**JANUARY 29, 2013**

**MISSION:** THE SEATTLE OFFICE OF HOUSING BUILDS STRONG AND HEALTHY COMMUNITIES AND INCREASES OPPORTUNITIES FOR PEOPLE OF ALL INCOME LEVELS TO LIVE IN OUR CITY.

#### **OFFICE OF HOUSING 6 PRIORITY AREAS:**

- Priority #1:** Investing in production and preservation of rental affordable housing.
- Priority #2:** Investing in housing linked with supportive services for people who are homeless or have special needs.
- Priority #3:** Providing energy efficiency services to low-income renters/homeowners.
- Priority #4:** Increasing homeownership opportunities for first-time buyers and assisting low-income homeowners.
- Priority #5:** Engaging in strategic planning/program development: emphasizing support for sustainable community building, neighborhood revitalization, OH lending programs, and the Ten Year Plan To End Homelessness.
- Priority #6:** Constantly improving our organization so that OH will be recognized as a model, high-performing City office with a culture that promotes and rewards excellent performance.

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
<b>PRIORITY #1: INVESTING IN PRODUCTION AND PRESERVATION OF RENTAL AFFORDABLE HOUSING</b>				
<b>A. Funding for Affordable Rental Housing</b>				
Allocate funds through OH Notice of Funds Availability and coordinate funding reviews and decisions with other funders.	<ul style="list-style-type: none"> <li>• Prepare NOFA capital application materials for publishing and website, hold briefing--fund an estimated <u>250</u> units in 2013</li> <li>• Coordinate combined countywide supportive housing NOFA with 5-8 funders including County, United Way, ARCH, CEH funds, and SHA</li> <li>• Coordinate Public Funder Review of NOFA applications with State, Commission, County and ARCH, Coordinate under (if applicable) a State LEAP list of projects</li> <li>• Review approximately 15 applications including county document recording fee and State Housing Trust Fund applications</li> <li>• Recommend funding awards to Credit Committee and Director</li> <li>• Announce awards with media and community event</li> </ul>	<p><b>Laurie &amp; Lending staff</b></p> <p>Asset Manager <b>Dan</b> &amp; Asset Mgmt staff, Laurie &amp; Lending staff</p> <p><b>Laurie</b></p> <p>Laurie &amp; Lending staff</p> <p>Laurie</p> <p><b>Todd</b></p>	NOFA process complete in November 2013	HSD
Transaction work on new and existing projects – legal closings, refinances, subordinations, amendments, work-outs	<ul style="list-style-type: none"> <li>• Process monthly disbursements for approx. 5 funded projects in development</li> <li>• Prepare legal documents and complete legal closings for approx. 8 new projects</li> <li>• Work closely with the Law Department to ensure that closing deadlines are met.</li> </ul>	<b>Laurie &amp; Lending staff, Dan &amp; Asset Mgmt staff</b> for all milestones in this section	Ongoing	DPD, FAS, DON, Law

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Administer Acquisition and Opportunity Funds and work with other predevelopment lenders	<ul style="list-style-type: none"> <li>Hold pre-application meetings and review applications</li> <li>Work with Impact Capital, United Way, Housing Finance Commission, Enterprise Foundation and other organizations to facilitate site acquisition</li> <li>Manage fund balances and pipeline</li> </ul>	<b>Laurie &amp; Lending staff, Dan B, Laurie,</b>  Lending staff	Ongoing  On-going  First half of year	
Administer Wage Rate policy in conjunction with FAS	<ul style="list-style-type: none"> <li>Convene pre-construction meetings Conduct site visits, Monitor wage payments, Evaluate implementation</li> </ul>	<b>(FAS) Laurie, Lending Staff</b>	Ongoing	FAS
Promote and monitor Section 3 and WMBE utilization	<ul style="list-style-type: none"> <li>ProvideSection 3 guidance and reporting requirements for hiring of low-income workers on federally funded construction projects</li> <li>Summarize WMBE utilization semi-annually</li> </ul>	<b>Laurie &amp; Lending staff</b>  <b>Lindsay</b>		FAS
Monitor and advocate for changes in WSHFC tax credit [there is unused bond allocation every year in this state]allocation policies that align with City goals	<ul style="list-style-type: none"> <li>Work with Commission and State to align funding decisions</li> </ul>	<b>Laurie &amp; Lending staff</b>	As needed	OIR
Fire Station #39 Site	<ul style="list-style-type: none"> <li>Develop program plan for a permanent housing project</li> </ul>	<b>Laurie</b>	Ongoing	HSD, FAS, CBO
Continued facilitation of a workgroup of capital funders to align policies and procedures for more efficient combined funding	<ul style="list-style-type: none"> <li>Develop scope of topics to be covered</li> <li>Set regular meetings and agendas</li> </ul>	<b>Laurie, Tom</b>	Monthly	HSD
Leverage State and King County 2060/RAHP capital and operating funds for Seattle housing projects	<ul style="list-style-type: none"> <li>Participate on King County Inter-jurisdictional Working Group</li> <li>Recommend appropriate projects to KC for capital and operating funding.</li> </ul>	<b>Laurie &amp; Lending staff</b> for all milestones in this section	Q3	HSD

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Leverage and maximize resources, and advocate for Seattle projects	<ul style="list-style-type: none"> <li>Participate on Impact Capital's Board</li> <li>Participate on monthly Impact Capital King/Pierce County Credit Committee</li> <li>Attend Quarterly State Housing Trust Fund Policy Advisory Team meetings</li> <li>Participate on other review committees such as Washington Families Fund, McKinney, Countywide Supportive Housing NOFA or HSD RFPs where appropriate.</li> <li>Attend meetings with service and operating funders to ensure long-term investments at capital reservation</li> </ul>	<b>Rick</b>  <b>Laurie</b>  <b>Laurie</b>  <b>Laurie &amp; Lending staff</b>    <b>Laurie &amp; Lending staff</b>	Ongoing	HSD
Work with HSD and other funders to identify particular homeless population groups to be served through NOFA processes	<ul style="list-style-type: none"> <li>Look for opportunities to support a project serving people with TBI</li> <li>Work with CEH staff to coordinate efforts</li> <li>Prepare Mayor for CEH Board meetings</li> </ul>	<b>Laurie &amp; Lending staff , Maureen</b> , for all milestones in this section	Ongoing	HSD
TDR/Bonus Transactions	<ul style="list-style-type: none"> <li>Technical assistance to DPD staff, commercial developers and nonprofit housing developers</li> <li>Draft and execute Bonus Covenants and TDR Agreements as needed</li> <li>Draft TDR Bank legislation as needed</li> <li>Complete underwriting for TDR sending sites and recipients of bonus funds</li> <li>TDR/Bonus recordkeeping/database</li> </ul>	<b>Laura</b> , Miriam, Lending staff  <b>Laura</b>  <b>Laura</b> , Lending staff <b>Laurie</b> , Lending staff, Dan F., Laura  <b>Laura, Dave</b>	Ongoing	DPD, DON, Law

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
<b>B. Preserving OH Affordable Rental Housing Portfolio—ensuring City investments remain sustainable</b>				
Assessment and Intervention, transfers and work-out of troubled projects	<ul style="list-style-type: none"> <li>• Work with other public funders and City departments to develop work-out options and implementation</li> <li>• Implement intervention strategies and policies for transfers, refinancing, and troubled projects</li> <li>• Facilitate workouts and change of ownership of projects as needed</li> </ul>	<b>Dan F &amp; Asset Mgmt staff, Laurie &amp; Lending staff</b> for all milestones in this section	As needed	Law, OED
Real Estate Transaction work on existing projects – legal closings, refinances, subordinations, amendments, transfers, easements, leases, work-outs	<ul style="list-style-type: none"> <li>• Track scheduled loan payments, maturity dates, loan repayments etc. Work with agencies to extend terms of affordability as needed.</li> <li>• Review requests and proposed transactions, reach common goals and prepare documents for projects in current portfolio</li> </ul>	<b>Dan F, Asset Mgmt staff &amp; Finance Unit staff</b>  <b>Laurie &amp; Lending staff</b>	Ongoing	
<p>Asset management of City rental housing investment. Ongoing monitoring of 290-300 projects in OH loan portfolio with attention to projects demonstrating risk.</p> <p>Maintain Partnership with Commerce, King County, WSHFC, Pierce County, Snohomish County and other agencies. Continue streamlining monitoring activities.</p>	<ul style="list-style-type: none"> <li>• Monitor projects in loan portfolio for contract compliance</li> <li>• Track occupancy rates</li> <li>• Renew MOU with WSHFC</li> <li>• Coordinate project site visits, inspections and intervention activities with funders (economize on OH staff hours)</li> <li>• Review 100% annual reports by year-end</li> <li>• Assess project performance and provide feedback in performance letters to property owners.</li> <li>• Summarize performance issues in Project Activity Report</li> <li>• Organize and update database with</li> </ul>	<b>Dan F. &amp; Asset Mgmt staff</b> for all milestones in this section	<p>Ongoing</p> <p>Q1 Ongoing</p> <p>Q4</p> <p>Q4</p> <p>Q4</p>	DPD , OSE, DON, HSD

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<p>information from WBARS. Share trend information with stakeholders</p> <ul style="list-style-type: none"> <li>• Coordinate utilization of WBARS with Commerce, King Co and WSHFC Collaborate on upgrades and improvements</li> <li>• Maintain Partnership with funders through Combined Funder Monitoring Coordination Taskforce. Provide training to property owners and managers</li> <li>• Partner with HDC to promote principles included in OH "Housing Preservation Guide" and preservation strategies developed with the MacArthur Foundation.</li> <li>• Provide annual Asset Management Report</li> </ul>		<p>Ongoing</p> <p>Q2</p> <p>Q3</p>	
Implement incentives and policy to increase reserve levels in OH funded projects	<ul style="list-style-type: none"> <li>• Assess replacement reserves as part of project performance reviews</li> <li>• Promote policy options to encourage owners to make stronger reserve deposits</li> <li>• Amend Operating &amp; Maintenance Program contracts as appropriate and consistent with policy and guidelines</li> </ul>	<p><b>Dan F &amp; Asset Mgmt staff</b></p> <p><b>Dan F &amp; Asset Mgmt staff</b></p> <p><b>Dan F and Laurie</b></p>	Q3	
Emergency Management Housing Strategy	<ul style="list-style-type: none"> <li>• Work with City Emergency Management officials to create housing plan as part of emergency preparedness strategy</li> </ul>	<b>Joanne, Todd</b>	On going	HSD, OEM

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<b>C. Sustainability</b>				
Promote sustainable buildings through education & marketing available resources	<ul style="list-style-type: none"> <li>Market conservation programs</li> <li>Refer rental housing in OH portfolio or newly NOFA-funded buildings to HomeWise Weatherization</li> <li>Promote sustainable building program and assist newly funded projects in achieving (Evergreen) sustainable building plans and report results</li> <li>Collaborate with Commerce on Evergreen program to assure that the (ESDS) standard is workable for Seattle projects</li> </ul>	<b>Dan F., Joanne</b> <b>Dan F., Joanne, Miriam,</b> Laurie, Lending & Asset Mgmt staff <b>Dan F., Joanne</b>  <b>Asset Manager, Joanne</b>	Ongoing	DPD, OSE, SCL, SPU
<b>PRIORITY #2: INVESTING IN HOUSING LINKED WITH SUPPORTIVE SERVICES FOR PEOPLE WHO ARE HOMELESS OR HAVE SPECIAL NEEDS</b>				
<b>A. Funding for Supportive Housing Projects</b>				
Continue and enhance countywide combined homeless funding coordination	<ul style="list-style-type: none"> <li>Provide staff leadership for supportive housing public funder group including countywide service agencies and housing sources</li> <li>Lead negotiations with County and State for funding allocations that maximize collective investments</li> <li>Implement funding plan for chronically homeless and other high need populations in joint initiative with United Way and King County</li> <li>Work to improve alignment and coordination of housing and services funding, including with Human</li> </ul>	<b>Laurie</b>  <b>Laurie</b>  <b>Laurie &amp; Lending staff</b>  <b>Laurie</b>	Ongoing	HSD

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	Services/Vets Levy and County homeless funds			
Promote supportive housing best practices and participate in planning and implementation of new system-wide efforts	<ul style="list-style-type: none"> <li>• Provide input on funding decisions and project service design to expand options for homeless people</li> <li>• Participate in Client Care Coordination System</li> <li>• Explore new models or broader use of the existing portfolio for underserved homeless populations, including homeless single adults who are working and homeless families</li> <li>• Produce countywide reports for Ten-Year Plan goals</li> </ul>	<b>Laurie &amp; Lending staff</b>  <b>Lindsay &amp; Asset Management staff</b> <b>Laurie, Lindsay, Dan F</b>  <b>Lindsay</b>	Ongoing	HSD, OED, DPD, DON
Ten-Year Plan Committee Participation	<ul style="list-style-type: none"> <li>• Participate on CEH committees including Funders Group, Interagency Council, Chronic Homeless Funders, other population committees, Legislative Advocacy, and Communications</li> </ul>	Rick, Laurie, Todd, Maureen	Ongoing	HSD
Systems Change	<ul style="list-style-type: none"> <li>• Play an active role in the development and implementation of the coordinated care system for high-needs adults with significant barriers to housing</li> <li>• Support implementation of the Family homelessness system reforms, including coordinated entry and assessment</li> <li>• Support the Youth and Young Adult systems change development and implementation</li> </ul>	<b>Laurie</b>  <b>Laurie, Maureen &amp; Asset Management staff</b>  <b>Laurie, Maureen</b>		HSD



2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
<b>B. OH Supportive Housing Portfolio—ensuring sustainability of existing units</b>				
Provide annual operating support to projects serving low income and special needs	<ul style="list-style-type: none"> <li>Continue administration of 1986, 1995, 2002 and 2009 O&amp;M programs. Evaluate 40-50 annual subsidy requests and award 2013 contract renewal to eligible agencies</li> <li>Make 2009 Levy O&amp;M subsidy awards for newly completed OH-funded housing in conjunction with KC ORS NOFA awards. Maintain summary information and track projections on O&amp;M funds</li> </ul>	<b>Dan F, Sandi</b> for all milestones in this section	Ongoing  Q1-Q4	HSD, Law
Leverage Federal, State and County O&M and service funding for Seattle housing projects	<ul style="list-style-type: none"> <li>Participate on KC ORS work group</li> <li>Participate on Commerce PAT subcommittee</li> <li>Coordinate project reviews with other funders</li> </ul>	<b>Dan F, Asset Management, Lending staff Laurie,</b>  <b>Laurie &amp; Lending staff</b>	Ongoing	HSD
<b>PRIORITY #3: PROVIDE ENERGY EFFICIENCY SERVICES TO LOW-INCOME RENTERS/HOMEOWNERS</b>				
Provide energy efficiency services to low income renters / homeowners / low income multi-family buildings	<ul style="list-style-type: none"> <li>Fund and deliver energy efficiency improvements, including installation of new technologies, for over 400 residential units.</li> <li>Per MOA, administer SCL funding to deliver SCL's low-income single- and multi-family weatherization programs</li> <li>Per MOA, administer OSE funding to deliver a portion of the Community Power Works' multi-family program</li> <li>Minimize Department of Commerce inspection and monitoring findings</li> </ul>	<b>Jen, HomeWise staff</b>  <b>Jen, HomeWise staff</b>  <b>Jen, HomeWise staff</b>  <b>Jen, Sherri</b>	Ongoing  Ongoing  Ongoing	

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> <li>• Develop new protocol for tracking energy savings and other program impacts</li> <li>• Update HomeWise Policies and Procedures</li> <li>• Explore options for a multi-family weatherization loan program</li> <li>• Develop strategy for reaching and serving underserved communities</li> <li>• Engage with key stakeholder groups, such as Emerald Cities and HDC.</li> <li>• Explore new funding options for HomeWise, especially important in a post-ARRA environment</li> <li>• Assess where the largest opportunities remain for both single family and multi-family low-income weatherization.</li> <li>• Effectively manage program finances to ensure complete utilization of all available fund sources</li> <li>• Refine single-family audit process, by developing more standard audit protocols and an electronic audit template</li> <li>• Continue to improve multi-family application and intake process</li> </ul>	<b>Jen, Sherri</b>	Ongoing  Q2	
<b>PRIORITY #4: INCREASING HOMEOWNERSHIP OPPORTUNITIES FOR FIRST-TIME BUYERS AND ASSISTING LOW-INCOME HOMEOWNERS</b>				
<b>A. Homebuyer Assistance</b>				
Allocate Program Funds	<ul style="list-style-type: none"> <li>• Budget and allocate homeownership funds through a competitive Notice of Fund Availability process</li> </ul>	<b>Laurie, Sandy W</b> for all milestones in this section	Q1, Q3	

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> <li>Apply to WSHFC for House Key Plus Seattle Funds</li> </ul>		Ongoing	
Market City Homebuyer Programs	<ul style="list-style-type: none"> <li>Update OH website monthly</li> <li>Develop revised homeownership outreach materials</li> </ul>	<b>Laurie, Todd</b> for all milestones in this section	Ongoing Ongoing	
Process Home Purchase Closings	<ul style="list-style-type: none"> <li>Process individual closing transactions for approximately 48 units in current projects by year end</li> <li>Work with OH Finance to refine Loan Servicing Database</li> <li>Work with OH Finance to refine budget and fund management practices</li> </ul>	<b>Laurie, Sandy W</b>  <b>Laurie, Lending Staff, Sandy W, Dan B</b> <b>Laurie, Lending staff, Dan B, Sandy W, Denise</b>	Ongoing  Ongoing Q1, Q2	Law
Manage Homebuyer Loan Portfolio	<ul style="list-style-type: none"> <li>Process loan subordination/refinance requests and loan pay-off reconveyances by year end</li> <li>Monitor OH Portfolio for compliance with loan terms and loan payments; modify loan notes as necessary</li> <li>Work with OH-homeowners facing foreclosure to offer loan modifications to keep families in homes</li> </ul>	<b>Laurie, Lending Staff, Sandy W</b> for all milestones in this section	Ongoing	
HomeSight Contract Monitoring	<ul style="list-style-type: none"> <li>Prepare, execute, monitor contract with HomeSight</li> <li>Conduct monitoring site visit</li> </ul>	<b>Laurie, Lending Staff</b>	Ongoing	HSD
<b><i>B. Assistance for Low-Income Homeowners Facing Foreclosure</i></b>				
Foreclosure Prevention Pilot Program	<ul style="list-style-type: none"> <li>Work with the Urban League to review program status and determine next steps</li> <li>Work with homebuyer counseling agencies to pursue additional state</li> </ul>	<b>Laurie, Lending Staff</b> for all milestones in this section	Ongoing	

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	and/or federal funds for foreclosure prevention and counseling			
Work with partners to implement Section 2.2 of Resolution 31337	<ul style="list-style-type: none"> <li>Review lender information on foreclosures</li> <li>Determine feasible scope of work to implement Section 2.2</li> </ul>	Laurie for all milestones in this section	Ongoing	HSD
<b>C. Assistance for Low Income Homeowners</b>				
Provide rehabilitation loans to low income homeowners	<ul style="list-style-type: none"> <li>Initiate 30 rehab loans for major repairs to low-income homeowners</li> <li>Manage 40 resulting rehab projects (including carryovers from 2012)</li> <li>Expand program marketing and outreach to increase program utilization</li> <li>Assess program's current financial stability and propose alternative structure as necessary.</li> </ul>	Paula W, Jen Aziz, Jen	Ongoing  Q2	Law  CBO
Administer minor home repair grants for low income homeowners	<ul style="list-style-type: none"> <li>Continue to administer CDBG-funded minor home repair contract</li> <li>Conduct monitoring site visits</li> <li>Develop and deploy an enhanced review process for reimbursement requests</li> </ul>	Jen, Sherri	Ongoing	HSD
<b>PRIORITY #5: STRATEGIC PLANNING / PROGRAM DEVELOPMENT: EMPHASIZE SUPPORT FOR SUSTAINABLE COMMUNITY BUILDING, NEIGHBORHOOD REVITALIZATION, OH LENDING PROGRAMS, AND THE TEN YEAR PLAN TO END HOMELESSNESS</b>				
Administer Incentive Zoning Programs	<ul style="list-style-type: none"> <li>Administer performance-based and fee-in-lieu incentive zoning programs within existing areas subject to incentive zoning; respond to developer inquiries, review draft declarations, and draft housing performance covenants; negotiate</li> </ul>	Miriam, Laura	Ongoing	DPD, Law

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	and implement agreements, as appropriate <ul style="list-style-type: none"> <li>• Monitor compliance of previously approved agreements; update and track TDR and Bonus projects in MFDB</li> <li>• Administer the TDR Bank Program, including negotiating with buyers of City-owned TDR and reviewing applications for purchase of TDR by the City; prepare legislation for purchase and sale of TDR by the City</li> <li>• Prepare incentive zoning reports per Code requirements and special requests</li> <li>• Work with DPD to improve project review and tracking systems</li> </ul>	<b>Miriam</b> , Laura, & Asset Management staff  Miriam, <b>Laura</b>  Miriam, <b>Laura</b>  Miriam, <b>Laura</b>		
Develop New and Update Existing Incentive Zoning Code	<ul style="list-style-type: none"> <li>• Develop proposed new incentive zoning provisions for the Land Use Code</li> <li>• Develop and propose options for a more streamlined and comprehensive Citywide application of incentive zoning</li> <li>• Review IZ Program status with City Council</li> </ul>	<b>Miriam</b> , Laura for all elements of this section	Ongoing  Q1  Q3-Q4  Q2	DPD, Law
Administer Multifamily Property Tax Exemption Program	<ul style="list-style-type: none"> <li>• Review and approve new project applications, an estimated 10 projects and 600 units in 2013</li> <li>• Monitor compliance of previously approved projects; update and track in MFDB.</li> <li>• Prepare Annual Report and periodic status reports to Council</li> </ul>	Miriam, <b>Amy</b>  <b>Amy</b> , Miriam, Jerry, & Asset Management staff  <b>Amy</b>	Ongoing  Ongoing  Ongoing	DPD

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Review and Update Multifamily Property Tax Exemption Program	<ul style="list-style-type: none"> <li>On basis of 2012 City Audit report, develop new administrative procedures and monitoring protocols</li> <li>In partnership with the Executive and Council, revisit program objectives and develop supporting policy changes, as appropriate</li> </ul>	<b>Miriam</b> , Amy, Dan B., Jerry, Dan F  <b>Miriam</b>	Q1  Q1-Q2	
Address Housing Issues for Site-Specific Development Projects	<ul style="list-style-type: none"> <li>Assess and address housing supply and affordability considerations related to new development activity, demolition and redevelopment and land use actions as they arise, including contract rezones, development agreements, and major institution master plans</li> <li>Identify and pursue opportunities to improve housing supply and affordability</li> </ul>	<b>Miriam</b> , Laura  <b>Miriam</b> , Laura	Ongoing  Ongoing	OIR, DPD, Law
Address Housing Issues for Redevelopment and TOD Projects	<ul style="list-style-type: none"> <li>Fort Lawton – Review 2008 assumptions re market conditions; revamp redevelopment plan as appropriate to findings; negotiate with DOD, SHA, and others as necessary; keep community apprised of process</li> <li>Assist in review of options for Sand Point Building 9</li> <li>Yesler Terrace (see separate Work Program item, below)</li> <li>Transit-Oriented Development: <ul style="list-style-type: none"> <li>Support implementation of</li> </ul> </li> </ul>	Rick, <b>Ryan</b> , Laurie  <b>Maureen</b> , Ryan <b>Maureen</b> Rick, <b>Ryan</b> , Miriam, Laurie	Q1,2  Q1	Law, OIR, Police, SHA  OIR, Parks

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	Broadway TOD Development Agreement <ul style="list-style-type: none"> <li>• Work with Sound Transit to create more consistent TOD support</li> <li>• Work with SHA to facilitate development of Othello site</li> <li>• Southeast -Community Cornerstones (see separate line item, below)</li> </ul>			
Administer Community Cornerstones Challenge Grant	<ul style="list-style-type: none"> <li>• Administer \$3 million HUD grant to the City for equitable development in Southeast Seattle</li> <li>• Lead multidepartment management team to implement grant funds</li> <li>• Administer property acquisition loan program for mixed-use affordable housing development in TOD areas, including RFP publication in Q1.</li> <li>• Coordinate with HUD staff and UW evaluation team on project evaluation and reporting</li> </ul>	<b>Rick</b> , Ryan, Dan B, Miriam  <b>Ryan</b> , Miriam  Rick, <b>Ryan</b> , Miriam, Laurie  <b>Ryan</b>	Ongoing  Ongoing	DPD, DON, OED
Center City Initiative	<ul style="list-style-type: none"> <li>• Attend working group meetings; provide information on subsidized housing in Center City as requested.</li> </ul>	<b>Rick, Cheryl</b>	Ongoing	Mayor's Office and many other City Departments
Preserve At-Risk Affordable Housing	<ul style="list-style-type: none"> <li>• Identify residential buildings with expiring HUD mortgages; explore options to prevent loss of federal housing subsidies and displacement of very low income residents</li> <li>• Coordinate with HUD, SHA, WSHFC, and community advocates to identify resources for on-going rental assistance</li> </ul>	<b>Maureen</b> , Rick, Amy  <b>Maureen</b> , Rick, Amy	Ongoing	

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	<ul style="list-style-type: none"> <li>Coordinate with DPD on tenant relocation efforts</li> </ul>	<b>Maureen</b> , Rick, Amy		
Policy Review	<ul style="list-style-type: none"> <li>Based on substantial update of housing market data, evaluate existing housing strategy and supporting policies that span all OH programs and fund sources</li> <li>Prepare policy updates as appropriate and document new and existing policy previously housed in multiple planning documents.</li> </ul>	<b>Miriam</b> , Maureen, Laura, Lindsay, Rick	Q2	Law
Consolidated Plan	<ul style="list-style-type: none"> <li>Prepare periodic reports on use of federal housing funds and compliance with federal regulations as required by HUD for CDBG and HOME funding</li> <li>Prepare Consolidated Plan consistency letters for projects applying for OH and other public fund sources</li> <li>Develop housing content for the 2014 IDIS-based Consolidated Plan, including analysis of impediments to fair housing</li> </ul>	<b>Laura</b> , Laurie, Miriam, Jen, Lindsay & Cheryl  <b>Amy</b> , Miriam, Rick  <b>Laura</b> , Miriam, Rick, Dan B, Laurie, additional OH staff as needed	Q1, Q2  Ongoing  Q2	HSD, Law
Comprehensive Plan	<ul style="list-style-type: none"> <li>Analyze housing market and needs data for technical appendix of the Comprehensive Plan Update</li> <li>Provide housing policy analysis and prepare the new Housing Element of the Plan</li> </ul>	Miriam, <b>Laura</b>	As needed	DPD, Law
Subsidized Housing Database	<ul style="list-style-type: none"> <li>Update existing out-dated information in OH's Subsidized Housing Database</li> <li>Establish procedures for maintaining housing information for long term</li> </ul>	<b>Todd</b> , Laura, Amy, Miriam  <b>Todd</b> , <b>Miriam</b> , Laura, Amy, Dan F	Q1  Q3-Q4	



2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
Margola settlement process	<ul style="list-style-type: none"> <li>Participate in Margola steering committee led by Seattle City Attorney's Office</li> <li>Administer Margola settlement funds, entering contracts for specific tenant/landlord activities identified in the court-approved fund allocation plan</li> <li>Oversee Housing Locator service, free to landlords and tenants, serve on steering committee</li> </ul>	<b>Maureen</b>  <b>Maureen</b> , Dan B, Amy  <b>Maureen</b>	Ongoing   Ongoing	Law
Housing Levy Administrative & Financial Plan and Annual Report	<ul style="list-style-type: none"> <li>Prepare legislation to update the Housing Levy Administrative &amp; Financial Plan, which will guide program implementation for 2014 – 2016. Convene community members to propose and review policy changes, including review by the Housing Levy Oversight Committee.</li> <li>Prepare Levy Annual Report, including review by Housing Levy Oversight Committee, and submit to Council</li> </ul>	<b>Maureen</b> , Laurie, Dan F   <b>Maureen</b> , Tom, Dan F, Laurie, Todd	Q1-Q2   Q1	HSD
Housing access and tenant screening	<ul style="list-style-type: none"> <li>Convene housing owners and tenant advocates to review current practices and emerging issues relating to tenant screening for criminal backgrounds</li> <li>As part of the CEH Homeless Families Initiative, evaluate program requirements for families seeking access to homeless family housing, including fair housing training.</li> </ul>	<b>Maureen</b>   <b>Maureen</b> , Cheryl		SOCR

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
RSJI	<ul style="list-style-type: none"> <li>Implement 2013 work program</li> <li>Participate in regional fair housing policy development as part of PSRC's Growing Transit Communities initiative</li> <li>Work with Office of Civil Rights to elevate issues of equitable development both within City departments and the community at large</li> </ul>	<b>Rick, Carl, Maureen</b> , all OH staff  <b>Laura</b>  <b>Ryan</b>	Ongoing	OCR
Historic Preservation	<ul style="list-style-type: none"> <li>Monitor MOU between OH, DON and non-profit developers on procedure for changes to historic building exteriors</li> </ul>	<b>Asset Management staff</b> , Laura	Q1	DON
Housing Levy Oversight Committee	<ul style="list-style-type: none"> <li>Staff the Committee</li> <li>Recruit, interview and recommend additional Mayor appointees as needed</li> <li>Provide periodic reports and additional Levy program information as requested.</li> </ul>	<b>Maureen</b> for all milestones in this	Ongoing	
State Legislation	<ul style="list-style-type: none"> <li>Provide information to legislators and legislative staff, in coordination with OIR during session, with emphasis on restoring funding for the State Housing Trust Fund</li> <li>Participate on the Legislative Advocacy committee of CEH, assisting to develop and advance a King County and statewide homelessness agenda consistent with Seattle's adopted agenda</li> <li>Participate on the Washington Low Income Housing Alliance legislative</li> </ul>	<b>Maureen</b> for all milestones in this section	Ongoing	OIR

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	committees <ul style="list-style-type: none"> <li>Identify affordable housing and homeless initiatives to introduce and support for inclusion in the City legislative agenda</li> <li>Continue to work with new partners on jointly supported legislation (PSRC, HDC, Futurewise)</li> </ul>			
Federal legislation, rule-making and funding opportunities	<ul style="list-style-type: none"> <li>As coordinated by OIR, seek to retain and grow resources for housing, including CDBG, HOME, National Housing Trust Fund, etc</li> <li>Track proposed federal legislation – including tax credit potential for elimination and extensions, expiring HUD mortgages, National Housing Trust Fund, etc – and work through OIR to advocate as needed</li> <li>Track program implementation and provide input on federal program changes</li> <li>Look for opportunities to seek federal funding; submit comments on program guidelines when HUD requests; work with other city agencies and jurisdictions to apply for funding</li> </ul>	<b>Rick, Maureen, Laurie</b>  Maureen, Rick, Laurie  Rick, Maureen, Laurie, Ryan	Ongoing	OIR
Yesler Terrace	<ul style="list-style-type: none"> <li>Implement cooperative agreement addressing City contributions and SHA affordable housing commitments</li> <li>Work with DPD to implement housing provisions of rezone legislation</li> <li>Participate in community advisory</li> </ul>	<b>Maureen, Rick, Laurie</b>  Laura, Maureen  Maureen	Ongoing	DPD

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> <li>committee</li> <li>Assist with feasibility study for mixed use development serving Little Saigon community</li> <li>Review Relocation Plan for Phase I and II for compliance with Cooperative Agreement</li> </ul>	<p><b>Maureen</b></p> <p><b>Maureen</b></p>		
<b>PRIORITY #6: CONSTANTLY IMPROVE OUR ORGANIZATION SO THAT OH WILL BE RECOGNIZED AS A MODEL, HIGH PERFORMING CITY OFFICE WITH A CULTURE THAT PROMOTES AND REWARDS EXCELLENT PERFORMANCE</b>				
Provide comprehensive finance services to OH staff	<ul style="list-style-type: none"> <li>Develop, prepare and secure approval of department operating and capital budgets, and quarterly budget supplemental from CBO, Mayor and Council</li> <li>Maintain financial controls, perform research and financial analysis to develop policy, procedural or operational changes impacting the operating and capital budgets</li> <li>Develop and distribute monthly financial status reports to management, City authorities and grantors of funds</li> <li>Administer and maintain the capital and operating budgets; monitor federal and local allocation and collection of revenues, oversee the budget revision process, monitor expenditures and revenues to insure timely collections</li> <li>Maintain general ledger including accounts payables and receivables, payroll and loan servicing functions</li> </ul>	<p><b>Dan, , Rick</b></p> <p><b>Dan/Finance Staff</b></p> <p><b>Dan/Finance Staff</b></p> <p><b>Dan/Finance Staff</b></p> <p><b>Dan/Finance Staff</b></p>	<p>Q1-Q4</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	CBO

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> <li>Collect, analyze, and interpret financial data and other program information to support the reporting on the status of each grant</li> <li>Facilitate OH in meeting WMBE aspirational goals in purchasing and vendor contracts</li> <li>Represent OH on the Contracting Equity IDT.</li> <li>Maintain and reconcile subsidiary ledgers with Summit. Areas include but not limited to: IDIS, LSDB, HWDB and MFDB</li> </ul>	<b>Dan/Finance Staff</b> <b>Dan</b>	Ongoing  Ongoing  Ongoing  Ongoing	
Loan Servicing	<ul style="list-style-type: none"> <li>Draft department wide loan servicing policies and procedures for the different programs <ul style="list-style-type: none"> <li>Single Family Home Rehab Loans</li> <li>Homebuyer Program</li> <li>Multifamily</li> </ul> </li> </ul>	<b>Dan/Finance Staff</b>  <b>Miriam, Paula, Dan B</b>  <b>Laurie</b> <b>Dan F, Dan B</b>	Ongoing  Ongoing  Q2-Q3  Q2-Q3 Q2-Q3	
Provide IT application development services to OH staff	<ul style="list-style-type: none"> <li>Continue to upgrade and maintain current databases</li> <li>Assist with Summit budget module</li> <li>Continue to refine reports in databases</li> </ul>	<b>Jerry, Dan B</b>  <b>Finance/IT Team, Tom, Dan F.</b>	Ongoing  Q2-Q3 Ongoing	DoIT
Provide comprehensive computer hardware and software support to OH staff	<ul style="list-style-type: none"> <li>Provide a full range of City supported hardware and software applications to OH staff</li> <li>Analyze, troubleshoot, resolve computer issues in a timely manner, and inform the users about the issue and advise them on how to address said issues, if appropriate</li> </ul>	<b>Ivan, Dan B</b>  <b>Ivan, Dan B</b>	Ongoing	

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	<ul style="list-style-type: none"> <li>• Provide technical consultations, advice and services in all computer-related areas</li> <li>• Continue to install, update, upgrade, configure fileserver, SQL Server and other equipment for efficiency</li> <li>• Analyze user requirements and implement necessary system modifications, deploy new equipment and software, make system enhancements</li> </ul>	<b>Ivan</b> , Dan B  <b>Ivan</b> , Dan B  <b>Ivan</b> , Dan B		
Provide excellent Administrative office support and customer service	<ul style="list-style-type: none"> <li>• Manage front desk reception, phones, cars, office support functions in a timely, courteous and professional manner</li> </ul>	<b>Judy</b> , Trinette	Ongoing	
Provide Comprehensive Human Resource services and functions to OH staff	<ul style="list-style-type: none"> <li>• Manage the human resource function including all employment and recruitments (approx 4 hiring processes per year), labor relations (approx 5 formal issues per year), employee training, employee relations, employee records, personnel program development, orientation, performance management and related duties</li> <li>• Provide expert analysis and guidance to managers and staff on human resource-related issues, including classification compensation and staffing issues (approx 5/yr), workers compensation issues/claims (approx 2/yr), and safety issues (approx 2/yr)</li> <li>• Serve as the benefits liaison; accurately maintain all human resource and benefit records in ESS</li> </ul>	<b>Dan B</b> [Joanne represents OH at the emergency management meetings]	Ongoing	FAS

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	(approx 50 per year) <ul style="list-style-type: none"> <li>Act as OH's liaison in all human resource functions</li> <li>Serve as OH lead for emergency preparedness</li> </ul>			
Implement department performance management system	<ul style="list-style-type: none"> <li>Set agency strategic work plan each year</li> <li>Performance evaluation provided to every OH staff person at the end of the year</li> </ul>	<b>OH everyone</b>  <b>OH managers/supervisors</b>	Q4 goals/plan for 2013	
Communications	<ul style="list-style-type: none"> <li>Provide analysis, guidance and support to OH managers and staff on communications, media relations, marketing and publications issues</li> <li>Manage advertising/marketing budget</li> <li>Keep regular contact with target media to identify news coverage opportunities and press needs</li> <li>Work with Mayor's Office to prepare briefing materials for all housing-related events</li> <li>Work with partners to plan and hold public events</li> <li>Allocate marketing budget dollars and develop targeted advertising to raise awareness of OH programs</li> <li>Keep OH staff informed of housing news</li> <li>Track and respond to public information requests and housing-related public correspondence</li> <li>Create and distribute electronic newsletter to partners, public</li> </ul>	<b>Todd</b>	Ongoing	
OH 2012 Annual Report	<ul style="list-style-type: none"> <li>Produce and distribute Annual</li> </ul>	<b>Todd</b> , other OH managers	Feb	

2013 Work Program item	Milestones	Staff (Lead in bold)	Timeline	Coordination With Other City Offices/Depts.
	Report <ul style="list-style-type: none"> <li>Send PDF to HDC, constituents and key press</li> </ul>	and staff <b>Todd</b>	March	
Website	<ul style="list-style-type: none"> <li>Annual review and daily monitoring of website to update and revise to articulate current messages, compelling/logical look-and-feel, and new program information</li> </ul>	<b>Todd</b> , staff, stakeholders, City Web Team	Ongoing	
Paper Reduction	<ul style="list-style-type: none"> <li>Implement and achieve goals under Paper Cuts paper reduction policy</li> </ul>	<b>OH staff</b>	Ongoing	

*Note: Deadlines listed in the 2013 Strategic Work Program are approximate and may change; deadlines and content of work program items that require City Council review may be adjusted following further discussion with Councilmembers or Council staff. Completion of specific activities listed may be subject to contingencies such as agreements from, or satisfaction of conditions by, other parties and the completion of environmental review and permit processes. This Program is not intended to designate any particular person, entity, or group who will or should be especially protected or benefited, or to confer any legal entitlements.*



### **List of Abbreviations**

A & O = 2009 Levy Acquisition and Opportunity Loan Program  
AAP = Annual Allocation Plan  
ARCH = A Regional Coalition for Housing  
CAPER = Consolidated Annual Performance and Evaluation Report  
CBO = City Budget Office  
CDBG = Community Development Block Grant  
CEH= Committee to End Homelessness  
CLT = Community Land Trust  
Commerce = Washington State Department of Commerce (formerly CTED)  
DEA = Department of Executive Administration  
DOD = Department of Defense  
DOF = Seattle Department of Finance  
DON = Seattle Department of Neighborhoods  
DPD = Seattle Department of Planning & Development  
EIS = Environmental Impact Statement  
ESDS = Evergreen Sustainable Development Standard  
ESS = Employee Self Service  
FAS =Finance and Administrative Services  
HDC = Seattle/King County Housing Development Consortium  
HLOC = Housing Levy Oversight Committee  
HSD = Seattle Human Services Department  
HUD = U.S. Department of Housing & Urban Development  
ID = International District  
IDIS = Integrated Disbursement and Information System  
IDT = Interdepartmental Team  
KC = King County  
KCHA = King County Housing Authority  
LIHTC =Low Income Housing Tax Credits  
LSDB = Loan Servicing Database  
MF = Multifamily  
MFDB = Multifamily Database  
MFTE = Multifamily Property Tax Exemption  
MOSC = Seattle Mayor's Office for Senior Citizens  
MOA = Memorandum of Agreement  
MOU = Memorandum of Understanding  
NOFA = Notice of Funding Availability  
O&M = Levy Operating & Maintenance Program

OED = Seattle Office of Economic Development  
OH = Seattle Office of Housing  
OIR = Seattle Office of Intergovernmental Relations  
ORS = Operating support, Rental assistance and Services funds  
OPM = Seattle Office of Planning & Management  
OSE = Office of Sustainability and the Environment  
PAT = Policy Advisory Team  
PDF = Portable Document Format  
PSRC = Puget Sound Regional Council  
RAHP = Rental Assistance Housing Program  
RFP = Request for Proposals  
RSJI = Race and Social Justice Initiative  
SCL = Seattle City Light  
SFDB = Single Family Database  
SHA = Seattle Housing Authority  
SLU = South Lake Union  
SQL = Structured Query Language  
TBI = Traumatic Brain Injury  
TDR = Transferable Development Rights  
TOD = Transit Oriented Development  
WBARS = Web Based Annual Report System  
WMBE = Women/Minority Business Enterprise  
WSHFC or Commission = Washington State Housing Finance Commission  
WZ = Weatherization